

OFFICE OF THE MAYOR  
SAN FRANCISCO



EDWIN M. LEE  
MAYOR

August 8, 2017

The Honorable Teri L. Jackson  
Presiding Judge, Superior Court of California, County of San Francisco  
400 McAllister Street, Room 008  
San Francisco, CA 94102

Dear Judge Jackson:

Pursuant to Penal Code sections 933 and 933.05, the following is in reply to the 2016-17 Civil Grand Jury report, *Planning to Make Our Parks Even Better*. We would like to thank the members of the Civil Grand Jury for their interest in the City's parks and their efforts to improve their planning, maintenance, and operations.

Well-maintained parks, enriching recreational activities, and the protection and enhancement of San Francisco's natural resources are vital for maintaining and improving the quality of life in our neighborhoods. On June 7, 2016, San Francisco voters approved Proposition B, a Charter amendment that created a General Fund baseline for the Recreation and Parks Department (RPD) and updated and expanded the Department's planning and equity requirements. Expanded equity metrics were reviewed and approved by the Recreation and Parks Commission in October, 2016. The Recreation and Park Commission subsequently approved the Department's five-year strategic plan update in November 2016. The plan outlines the Department's mission, vision, and values and identifies five strategies, each with three or four objectives and multiple initiatives designed to implement the Department's strategic vision. The Commission also approved RPD's capital and operational plans in December 2016 and January 2017, respectively. The Department, in close collaboration with the Mayor's Office, continues to work diligently on delivering the ambitious strategies, objectives, and initiatives outlined in these documents.

The Civil Grand Jury's report noted that significant progress has been achieved in the City's parks system over the past five years. The report primarily focused on assessing the progress RPD has made in strengthening its Strategic, Operational, and Capital planning processes. The report also investigated the extent to which delayed preventative maintenance is a factor in the condition of the City's parks. The signatories to this letter will incorporate these findings into their collaborative working relationship.

**A detailed response from the Mayor's Office and Recreation and Parks Department to the Civil Grand Jury's findings and recommendations are attached.**

Each signatory prepared its own responses and is able to respond to questions related to its respective part of the report.

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Thank you again for the opportunity to comment on this Civil Grand Jury report.

Sincerely,

A handwritten signature in blue ink, appearing to read "Edwin Lee".

Edwin Lee  
Mayor

A handwritten signature in blue ink, appearing to read "Phil Ginsburg".

Phil Ginsburg  
General Manager of the Recreation and Parks  
Department

2016-17 Civil Grand Jury  
 PLANNING TO MAKE OUR PARKS EVEN BETTER: **RESPONSES TO CGJ FINDINGS**

CGJ Year	Report Title	#	Findings	Respondent assigned by CGJ	2017 Responses (Agree/Disagree)	2017 Response Text
2016-17	PLANNING TO MAKE OUR PARKS EVEN BETTER	F3	It is important that the current momentum be nurtured with support of both the Mayor and the Board of Supervisors.	Mayor	agree with finding	

2016-17 Civil Grand Jury  
 PLANNING TO MAKE OUR PARKS EVEN BETTER: **RESPONSES TO CGJ RECOMMENDATIONS**

CGJ Year	Report Title	#	Recommendations	Respondent assigned by CGJ	2017 Responses (implementation)	2017 Response Text
2016-17	PLANNING TO MAKE OUR PARKS EVEN BETTER	R3.1	The Mayor should require Rec & Parks, at least annually, to review and, as needed, update its Strategic, Operational, and Capital Plans.	Mayor	The recommendation has been implemented (summary of how it was implemented in next column)	As part of the Financial Year (FY) 2017-18 and 2018-19 budget process, the Recreation and Parks Department (RPD) presented and received approval from the Recreation and Parks Commission on its Strategic, Operations, and Capital Plans. These documents then formed the basis for RPD's budget submission to the Mayor's office. The Mayor's office reviewed and collaborated with the department in implementing these strategic documents through the annual budget. This process will be repeated in future years.

2016-17 Civil Grand Jury  
 PLANNING TO MAKE OUR PARKS EVEN BETTER: **RESPONSES TO CGJ FINDINGS**

CGJ Year	Report Title	#	Findings	Respondent assigned by CGJ	2017 Responses (Agree/Disagree)	2017 Response Text
2016-17	PLANNING TO MAKE OUR PARKS EVEN BETTER	F1	Rec & Parks has done a good job in addressing the need for a comprehensive and updated Strategic Plan, as recommended in the report of the Budget and Legislative Analyst	Recreation and Parks Department	agree with finding	
2016-17	PLANNING TO MAKE OUR PARKS EVEN BETTER	F2	Rec & Parks and PROSAC appear to have an improved working relationship.	Recreation and Parks Department	agree with finding	
2016-17	PLANNING TO MAKE OUR PARKS EVEN BETTER	F4	The Strategic, Operational, and Capital Plans could be better integrated with one another to achieve Rec & Parks goal of seamless connections.	Recreation and Parks Department	disagree with it, partially (explanation in next column)	The strategic plan goals have guided the performance planning and coordination seamlessly across all divisions in the department.
2016-17	PLANNING TO MAKE OUR PARKS EVEN BETTER	F5	The Capital Plan does not list all of Rec & Parks planned capital investments. Including this list in the Plan would allow PROSAC to view a comprehensive picture of all of Rec & Parks present and planned capital investments at once, as was recommended in the 2013 BLA Report.	Recreation and Parks Department	disagree with it, partially (explanation in next column)	The Capital Plan does include a comprehensive list of all of our current/active capital projects. "Planned" needs more detail to be useful. At any given time, community members and stakeholders are discussing, sketching, and visioning improvements to parks. However, until these plans are adopted by the RPD Commission and/or funded, the Capital Division does not commit to allocating resources or bandwidth. We can make sure to add all funded and approved projects by the Commission in the Annual Capital Plan.
2016-17	PLANNING TO MAKE OUR PARKS EVEN BETTER	F7	Rec & Parks assessment of the condition of its park assets needs to be reviewed and updated. Its planned replacement of the current COMET system should contribute to this process.	Recreation and Parks Department	agree with finding	Our multi-year strategic initiative for this issue -- Project LifeCycle -- has reviewed high-performing asset management in-depth. The Department has decided on a capital planning / capital renewal database product as the COMET replacement and is pursuing acquisition now.
2016-17	PLANNING TO MAKE OUR PARKS EVEN BETTER	F8	Obtaining the resources to conduct needed preventative maintenance has been a continuing challenge for many City departments, and Rec & Parks is no exception. When needed maintenance is deferred, it ends up increasing future costs. This is not just a park issue but it is a City-wide issue.	Recreation and Parks Department	agree with finding	The Department has acquired the Preventive Maintenance Module for our existing CMMS -- TMA. We are planning to populate the Module with specific infrastructure component servicing requirements so that preventive maintenance work orders are automatically issued at required service points to prolong the serviceable life of our facility assets.

2016-17 Civil Grand Jury  
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CGJ Year	Report Title	#	Recommendations	Respondent assigned by CGJ	2017 Responses (implementation)	2017 Response Text
2016-17	PLANNING TO MAKE OUR PARKS EVEN BETTER	<b>R4.1</b>	Rec & Parks should establish clearer linkages between the Strategic, Operational, and Capital Plans through greater cross-referencing.	<b>Recreation and Parks Department</b>	The recommendation has not been, but will be, implemented in the future ( timeframe for implementation noted in next column)	The FY18 publications will be better cross-referenced with each other, and with the Citywide Mayor's Strategic Plan.
2016-17	PLANNING TO MAKE OUR PARKS EVEN BETTER	<b>R4.2</b>	To further cement the seamless nature of the Strategic, Operational, and Capital Plans, Rec & Parks should combine the three Plans into one document for placement on its website so that interested parties can view the Plans together and better understand their interconnectedness.	<b>Recreation and Parks Department</b>	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	The Charter clearly defines the content, schedule, and purpose of each of the three related, but distinct, planning documents. For future website posting, however, we will implement the recommendation by striving to present them as three parts of a whole, rather than chronological (as they are now).
2016-17	PLANNING TO MAKE OUR PARKS EVEN BETTER	<b>R5</b>	Rec & Parks should include in the next version of its Capital Plan a report of all Rec & Parks planned capital investments. This report should be broken down by capital investment, timetable for completion, investment amount, maintenance vs. new acquisition, and Equity vs. Non-Equity Zones.	<b>Recreation and Parks Department</b>	The recommendation has not been, but will be, implemented in the future ( timeframe for implementation noted in next column)	The FY18 Capital plan will include a list of all funded capital investments and the amount, and where possible, whether the site is Equity Zone.
2016-17	PLANNING TO MAKE OUR PARKS EVEN BETTER	<b>R7.1</b>	Rec & Parks acquisition of the replacement system for the COMET system and a reassessment of the condition of park assets should be completed by the end of 2018.	<b>Recreation and Parks Department</b>	The recommendation has not been, but will be, implemented in the future ( timeframe for implementation noted in next column)	The Lifecycle Project, now in it's second year, has completed needs analysis, planning, and scoping the project, identified a product/vendor, and currently in the purchasing phase.
2016-17	PLANNING TO MAKE OUR PARKS EVEN BETTER	<b>R7.2</b>	Using the results of the updated condition assessment, Rec Parks should create an annual department-wide preventative maintenance plan that incorporates previous preventative maintenance projects and outlines prioritized future projects, allocated resources, and timelines for completion.	<b>Recreation and Parks Department</b>	The recommendation has not been, but will be, implemented in the future ( timeframe for implementation noted in next column)	The Task Force is on track to purchase, evaluate assets, and analyze the results in 2018 as planning work for the 2019 bond proposal.
2016-17	PLANNING TO MAKE OUR PARKS EVEN BETTER	<b>R8.1</b>	Rec and Parks should consider outsourcing selected park maintenance needs as part of a preventative maintenance program.	<b>Recreation and Parks Department</b>	The recommendation will not be implemented because it is not warranted or reasonable (explanation in next column)	Civil Service rules and regulations strictly limit the department's capacity to consider outsourcing primary departmental functions.